

Proposed General Plan Update Goals, Policies, and Implementation Actions

[Changes suggested by Dave Fadness, 5/24/10]

Fiscal Sustainability

Achievement of any ~~area of its City's~~ goals requires that **our** City have the fiscal resources necessary to ~~conduct~~ provide governance and services at a level consistent with community expectations. Without adequate resources, **our** City will not be able to ~~advance programs and initiatives to advance an Innovative Economy, Environmental Leadership, or Diversity and Social Equity. The City must also have adequate resources to support the maintenance of Healthy Neighborhoods, Quality Education and Services, Vibrant Arts and Culture and an Interconnected City. Our City should~~ **must be mindful of attend to** the cultivation of fiscal resources and the efficient use of those resources in order to ~~employ~~ **be an** effective and fiscally **sustainable** ~~stable system of government. Our City must increasingly make use of governance best practices in order to maintain and improve upon the services provided to our community residents through the municipal government, and the City it must have adequate financial resources for~~ **to support** those services.

Fiscal Sustainability

Goal FS-1: Operate **our City in a fiscally ~~stable~~ **responsible** manner by **planning for and maintaining a positive** annual balance between the revenue available to ~~the City~~ and the costs of services provided by ~~the~~ **our** City that is sustainable on a long-term basis.** *[Note: See Policy #FS-4.11]*

Policy FS-1.1 Provide a full range of City services to the community at service levels consistent with a safe, convenient, ~~sustainable~~ and pleasant place to live, work, learn and play and consistent with the revenue available to ~~provide~~ **sustain** those services. (SJ2020 modified)

Policy FS-1.2 Manage San José's future growth in an orderly, planned manner to reduce service costs, maximize the utilization of existing and proposed public facilities, and to enhance the City revenues available to ~~maintain~~ **sustain** a desirable ~~and sustainable~~ quality of life. (SJ2020 modified)

Policy FS-1.3 Identify, secure, and maintain **reliable** ongoing ~~reliable~~ funding sources to support ~~the~~ **our** City's services and infrastructure expansions and maintenance.

Policy FS-1.4 Give priority to funding ~~City staff that provide~~ services that support new economic development, support job creation, ~~or~~ **and** provide opportunity to realize significant revenue generation.

Policy GP-1.5 Continue to improve the speed, consistency, and predictability of the development review process while using ~~the process~~ **it** to add value and improve the quality of new development. (SJ 2020 revised)

Policy FS-1.6 Evaluate **and reflect** projected changes in City revenue and service costs as part of the General Plan annual review process.

Action FS-1.7 Partner with public, non-profit, and private organizations to form mutually beneficial relationships that further **our** City's fiscal, environmental, economic development, ~~or~~ **and** other major objectives.

Cultivate Fiscal Resources

Goal FS-2: Maintain, increase and expand the revenue sources available to finance the provision of City services.

Policy FS-2.1 Explore new options to supplement **our** City's existing resources devoted to the operation and maintenance of its infrastructure and facilities and service delivery. (SJ2020 modified)

Policy FS-2.2 Advocate for and participate in efforts to reform the collection and distribution of tax revenues that are beneficial to **our** City's fiscal health and **to** support the delivery of high-quality government services desired by the community.

Policy FS-2.3 Encourage the development of industrial areas and the redevelopment of existing older or marginal industrial areas, particularly in locations which facilitate efficient commute patterns. The use of redevelopment tax increment financing to provide necessary public improvements is one means of encouraging this economic development and revitalization. (SJ2020)

Policy FS-2.4 Consider strategic investments in infrastructure and subsidies for select ~~development review processes to facilitate development~~ projects that will ~~have~~ **produce** a substantial net positive fiscal impact **for our city**.

Policy FS-2.5 Finance capital and facility needs generated by new development through new development so that existing ~~community is~~ **residents** are not burdened by increased taxes or by lowered service levels to accommodate the needs created by new growth. (SJ2020 revised)

Policy FS-2.6 Focus resources on economic development as a tool to ~~help maintain~~ **sustain** the fiscal health of **our** City. *[Note: this Policy should be moved closer to #1]*

Action FS-2.7 Consider implementation of a revolving fund system whereby funds for capital and facility needs may be advanced and later repaid by the affected property owners. (SJ2020 modified)

Action FS-2.8 Explore creative partnerships with the County government or other regional government agencies that could be of potential mutual fiscal benefit.

Action FS-2.9 Work with new and existing businesses operating within San Jose to ensure that San Jose is designated as the point of sale for all taxable transactions.

Action FS-2.10 As part of the annual review of the Capital Improvement Plan (CIP), identify how the CIP can be used to support enhancement of **our** City's fiscal resources.

Urban Service Area

Goal FS-3: Manage San José's future growth in an orderly, planned manner **that is consistent with our ability** to provide efficient and economical public services, to maximize the use of existing and proposed public facilities, and to achieve ~~the~~ equitable sharing of the cost of such services and facilities. (GP2020) *[Note: This Policy should apply broadly, not just to USA consideration—move it to FS-1.X??]*

Policy FS-3.1 Maintain an Urban Service Area (USA) in the General Plan where services and facilities provided by the City and other public agencies are generally available, and where urban development requiring such services should be located. (GP2020)

Policy FS-3.2 Expand the Urban Service Area only when it can be demonstrated that the proposed expansion would conform with the following criteria:

1. existing facilities and services are available and adequate to serve the proposed expansion area; or adequate facilities are planned **and funding is secured** in the adopted Capital Improvement Program or similar programs of other public agencies and will be available when required; or all necessary facilities will be provided by the developer(s); and
2. it can be determined that adequate resources, including operations and maintenance resources, will be available in the long term to maintain service levels citywide; and
3. services to existing neighborhoods will **not** be reduced or jeopardized. (GP2020 modified)

Policy FS-3.3 Per City, County and LAFCO policy locate existing and future urban development within cities and implement this policy through the City's existing agreement with the County which requires that unincorporated properties within the Urban Service Area either annex to the City, if possible, or execute a deferred annexation agreement prior to approval of development. (GP2020)

Policy FS-3.4 ~~Since the provision of sanitary sewers is an urban service and development served by sanitary sewers is thereby urban,~~ Discourage the expansion of sanitary sewer districts ~~is discouraged~~ for areas planned in non-urban uses outside the Urban Service Area. (GP2020 modified) *[Note: Strike outs appeared in Staff's original document.]*

Policy FS-3.5 Consider annexation of territory outside the Urban Service Area to the City only if its intended use will require minimal or no services and either:

1. The intended use contributes to providing services to development in the Urban Service Area, such as a planned thoroughfare across nonurban territory or a solid waste disposal facility which should be located in a remote area; or

2. The annexation is necessary or desirable for the implementation of General Plan non-urban land use goals and policies, such as to accept dedication of an open space or scenic easement in connection with a hillside open space preservation program. (GP2020)

Action FS-3.6 Encourage the County and LAFCO to join in cooperative efforts to seek the annexation of urbanized County pockets within the Urban Service Area. (GP2020)

Fiscally Sustainable Land Use Framework

Goal FS-4: Make land use decisions ~~that can be shown~~ to improve the City's fiscal condition.

Policy FS-4.1 Promote land use policy and implementation actions that increase the ratio of Jobs to Employed Residents to improve ~~our~~ City's fiscal condition, and ~~are~~ consistent with ~~the adopted~~ Economic Development and Land Use Balanced Community goals and policies.

Policy FS-4.2 Review residential, ~~construction activity and supply and~~ industrial, and commercial job growth rates ~~periodically~~ to monitor ~~our~~ City's fiscal balance of land uses and resulting tax base as well as to monitor ~~the~~ progress made toward ~~improving~~ ~~achieving~~ the ~~target~~ balance between jobs and resident workers. The results of this review ~~should~~ ~~shall~~ be reported to the City Council on an annual basis. (SJ2020) *[Note: This Policy should be combined with Policy FS-4.15.]*

Policy FS-4.3 Limit changes to the City's Land Use Diagram and its implementation through rezonings or other discretionary land use actions to those with a neutral or positive sustained fiscal benefit for San Jose, so that projected long-term revenue for San Jose will be greater than the long-term service cost as a result of the action.

Policy FS-4.4 Preserve and enhance employment land acreage and building floor area capacity for various employment activities because they provide revenue, near-term jobs for our community, contribute to our City's long-term achievement of economic development and job growth goals, and provide opportunities for the development of retail to serve individual neighborhoods, larger community areas, and the Bay Area. (Framework modified)

Policy FS-4.5 Maintain intact and enhance the employment lands within the identified key employment areas (North Coyote Valley, the Berryessa International Business Park, the East Gish and Mabury industrial areas, the Evergreen industrial area, the Edenvale Redevelopment Project Area, and the Monterey Corridor Redevelopment Project Area). Protect existing employment uses within these areas from potentially incompatible non-employment uses. (Framework modified)

Policy FS-4.6 Maintain employment lands within the North San Jose industrial area and protect existing employment uses from potentially incompatible nonemployment uses. Allow conversion of employment lands to nonemployment and residential use only in support of and consistent with the provisions of the North San Jose Area Development Policy.

Policy FS-4.7 When amending the General Plan, maintain or enhance the City's net total employment capacity. (Framework)

Policy FS-4.8 When employment lands within Villages, Corridors or elsewhere within San Jose are proposed for redevelopment to residential or mixed use including residential, require that the new development collectively maintains and increases the existing square footage of employment uses and projected number of employees consistent with planned employment capacity for the area so that new development provides a fiscal benefit to our City.

Policy FS-4.9 Maintain and expand the total amount of land with either a Light Industrial or Heavy Industrial designation, and do not add overlays or other designations that would allow for non-industrial, employment uses. (Framework modified)

Policy FS-4.10 Consider conversion from one employment land use to another, except for Light Industrial or Heavy Industrial land uses, where the conversion would retain or expand employment capacity and revenue generation, particularly for intensification on-site if the proposed conversion would result in a net increase in revenue generation. (Framework modified)

Policy FS-4.11 Recognize the value of long-term planning and strong land use policy in managing our City's fiscal position. *[Note: This Policy should be #FS-4.1]*

Policy FS-4.12 Consistent with maintenance of adopted transportation level of service, encourage transit oriented development as a means to reduce costs for expansion and maintenance of our City's street system, in addition to other benefits.

Policy FS-4.13 Encourage mixed use development, to achieve service efficiencies from compact development patterns and to maximize job development and commercial opportunities proximate to residential development.

Policy FS-4.14 Identify, designate, and maintain an adequate number of suitable sites for a full range of commercial opportunities, including large scale commercial centers and neighborhood scale shopping opportunities, to fully serve the resident and visitor consumer population and to increase sales tax revenue in San Jose. *[See 4.18.]*

Action FS-4.15 Monitor and report on our City's progress toward achieving the its General Plan targets for total jobs and the ratio of Jobs/Employed Resident as part of the annual General Plan review process. *[Note: This Policy should be combined with Policy FS-4.2.]*

Action FS-4.16 Monitor and report on the City's progress toward the development of transitoriented and mixed-use development annual General Plan review process.

Action FS-4.17 Prior to the development of new housing within Village and Corridor Growth Areas, prepare a Village Plan that provides a clear and feasible strategy for achievement of the planned job growth capacity for the pertaining Growth Area. As part of the Village Plan process, consider preparation of a fiscal analysis to establish, as needed, that the criteria in Policy FS-4.8 above are met.

~~Action FS-4.18 Identify and designate new sites suitable for a full range of commercial opportunities, including large scale commercial centers as well as community and neighborhood scale shopping opportunities. [Note: This Policy can be combined with Policy FS-4.14]~~

Fiscally Sustainable Service Delivery

Goal FS-5: The City should provide the highest level of service feasible consistent with the City's fiscal resources, and in a cost effective manner so that the City's method of service delivery contributes toward the achievement of a fiscally sustainable City. (GP2020 modified)

Policy FS-5.1 **Consistent with fiscal sustainability**, prioritize the City's urban service delivery as follows:

- a. Provide services and facilities designed to serve existing needs.
- b. Prevent the deterioration of existing levels of service.
- c. Upgrade City service levels ~~only when feasible~~ **whenever possible**.

(SJ2020)

Policy FS-5.2 Carefully consider the fiscal implications of land use decisions which result in service expansions to avoid significant negative fiscal impacts unless necessary to achieve other critical City objectives.

Policy FS-5.3 Be proactive to promote consolidation of overlapping services between governmental jurisdictions where it would increase efficiency and quality of service delivery, both countywide and regionally. (SJ2020)

Policy FS-5.4 Seek opportunities to implement new technologies, more efficient management, or other improvements for the delivery of urban services to reduce the fiscal impact of providing those services while also meeting City service level goals.

Policy FS-5.5 Allow residential development at urban densities (one dwelling unit per acre or greater) only where adequate services and facilities can be feasibly provided. (SJ2020).

Policy FS-5.6 When reviewing major land use or policy changes, consider the availability of police and fire protection, parks and recreation and library services to the

affected area as well as the potential impacts of the project on existing service levels. (SJ2020)

Policy FS-5.7 Encourage school districts and residential developers to engage in early discussions regarding the nature and scope of proposed projects and possible fiscal impacts and mitigation measures early in the project planning stage, preferably immediately preceding or following land acquisition. (SJ2020 modified)

Policy FS-5.8 To avoid any extraordinary maintenance and operating expenses, public improvements, communication facilities, and utilities should not be located in hillside areas with identified soils and/or geologic hazards, or other areas with similar hazards, and when the location of such public improvements, communication facilities, and utilities in such areas cannot be avoided, effective mitigation measures should be implemented to maximize their potential to remain functional during and after a seismic event. (SJ2020 modified)

Policy FS-5.9 Approve expansion of the Urban Service Area into the South Almaden Valley only if necessary to serve existing development within that area and provided that such expansion does not create a negative fiscal impact for the City. (SJ2020 modified)

Policy FS-5.10 Maintain the rural and agricultural character of Central Coyote Valley and do not expand the Urban Service Area into the Central Coyote Valley area. (SJ2020 modified)

Action FS-5.11 Identify the most efficient use of available resources to maintain the City's infrastructure and to minimize the need to replace this infrastructure. (SJ2020 modified)

Action FS-5.12 Use the design review process to consider and weigh the long term maintenance, resource needs, and costs of the design of private streets and other private infrastructure improvements. (SJ2020 modified)

Note the following GP2020 Urban Service Area Policies are proposed to be eliminated

1. Expansions of the Urban Service Area into the South Almaden Valley and the Central Coyote Valley areas should be approved only in conformance with the respective Urban Reserve land use designations specifically applicable to those areas. (GP2020)

2. Development which is of a relatively small scale and which requires urban services may be approved outside the Urban Service Area under Planned Development Zoning if it conforms to all of the following criteria:

- Located contiguous to the Urban Service Area boundary and adjacent to existing or committed urban development.

- Generally served by existing or programmed public facilities and services as required by the type of development proposed.
- Has an existing urban land use designation.

(GP2020)